Communication

Hood Canal Bridge Project Team

The ultimate goal of the Hood Canal Bridge team is to administer a world-class project to replace the Hood Canal Bridge. Meet one of the people who make it all happen.

Jon Danks, *Business Manager, Hood Canal Bridge Team*

When Jon began working on the Hood Canal Bridge project in 2003, he brought more than 30 years of construction and engineering expertise to the project.

Jon's attention to detail and inquisitive mind help him successfully track the mega-project budget and schedule. From working in both Alaska and Washington, Jon also has a good understanding of one of the biggest challenges that faces northwest construction projects: building and maintaining projects in rainy weather conditions.

Jon's years of experience in change management will contribute to the overall success of the project as it moves from focusing efforts on bridge site work to moving forward with pontoon construction.

Even with his dry sense of humor, rain doesn't stop Jon from doing his job at work or sharing his time with others. Jon has volunteered in various positions for youth ice hockey teams and organizations for 25 years.

He also spends time with his wife, Lynn, of 32 years, golfing, traveling and fishing – as long as he isn't in the same place at the same time with a bear. Growing up in Minnesota and Alaska gave him a few close-up views of these awesome creatures and he doesn't care to repeat those encounters.

Jon enjoys playing cards, watching movies and spending time with his family. His 31-year-old son, Jon Jr., is married and lives in Bend, Ore. Jon's daughter, Lisa, 27 lives with her 2-year-old daughter, Alexis, in Bothell. (And yes, his granddaughter has Jon wrapped around her finger). His third child, Chris, is 22 and lives in Woodinville.

Project Responsibilities: Overall project budgets, costs, project controls, payments, change management, scheduling, documentation systems, performance measures and expert advice to project management and staff. Questions? danksj@wsdot.wa.gov or (360) 704-6302

This report highlights Hood Canal Bridge Project information from **November 1-30, 2005.**

For more information about the Hood Canal Bridge Project visit the project web site, **www.hoodcanalbridge.com,** or contact project staff:

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Hood Canal Bridge Retrofit and East-half Replacement Project

East-half Replacement Completion Goal: 2009

West-half Retrofit Completion: 2010

Q. Where is the bridge?

A. The Hood Canal Bridge is located between Kitsap and Jefferson counties at the northern mouth of the Hood Canal.

Q. Why is it important?

A. It serves as a vital economic and social link between the greater Puget Sound and the Olympic Peninsula.

Q. What is WSDOT doing?

A. The Washington State Department of Transportation is improving this lifeline by replacing the east-half floating portion of the bridge, replacing the east and west approach spans, replacing the east and west transition truss spans and updating the west-half electrical system. The project completion estimate is 2010.

Q. What can drivers do to stay informed?

A. Sign up to receive the latest news regarding the Hood Canal Bridge Project and other related area transportation news right in your email inbox. Visit www.hoodcanalbridge.com to subscribe.

Washington State Department of Transportation

Monthly Report

November 2005

Crews saw cut old east approach span pier into sections.

Hood Canal Bridge Retrofit and East Half Replacement Project

East-half Replacement Completion Goal: 2009
West-half Retrofit Completion: 2010

Project Delivery

This month's construction brought the Hood Canal Bridge Project canal site portion of the work closer to completion.

West Side Widening = 98% complete

Travelers crossing the bridge in November had more room to maneuver. Lane restrictions were lifted when the contractor, Kiewit-General of Poulsbo, removed the old barrier gate and completed roadway striping. Lane widths increased from 11 feet to 12 feet. West-half roadway shoulders are now 8 feet, providing room for disabled vehicles to pull off the roadway and to allow traffic to move smoothly around them. Crews also placed compression seals and half of the permanent signs.

The bridge's west half is widened. *Last year the contractor extended the south side. This year they finished the north side.*

The remaining work includes finishing the compression seals (seals between sections of roadway concrete), installing signs and completing concrete cleanup work. *West Side Widening Projected Completion Date: February 2006*

West Approach = 97% complete

Crews removed north work trestle sections in November. The remaining work includes a small amount of paving, installing curbs, putting in barrier and guardrail, finishing storm gate installation, completing signing, removing the remainder of the trestles and demolishing old Pier 2. *West Approach Projected Completion Date: February 2006*

East Approach = 98% complete

Old piers 7 and 8 were demolished, a gantry (framework used during pier removal) fabricated and a portion of the concrete cleanup work completed.

During the next few months, crews will continue with old pier demolition, concrete finish work, sign placement, paving cleanup, beacons, signs and curb installation, electrical work and installation of protecting structures around Pier 4. *East Approach Projected Completion Date: February 2006*

Accountability

Fulfilling Expectations

In January 2005, WSDOT assembled an expert review panel to evaluate the project and advise the SR 104 Hood Canal Bridge project team on the course of action for contracting the work. The panel included national experts in bridge construction, program management, contract administration and marine construction.

The two main recommendations from the expert review panel were:

1. Identify a course of action to replace the aging east half of the Hood Canal Bridge, at a predictable cost, as soon as possible.
2. Move quickly ahead with the current contractor, Kiewit-General.

Almost a year's worth of work came together during November as the Hood Canal Bridge team neared completion on these recommendations.

Course Of Action

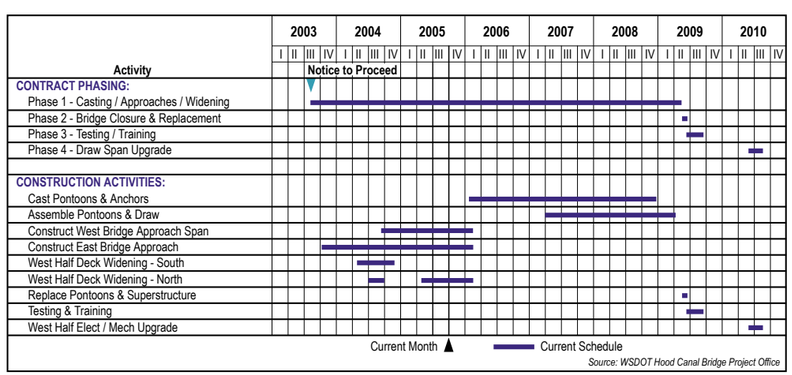
Construction for the Hood Canal Bridge replacement project will now take place at commercial sites around Puget Sound. Pontoons will be constructed at Concrete Technology in Tacoma. The Concrete Tech pontoon construction plan will also involve mooring pontoons in the Port of Seattle prior to outfitting them at Todd Shipyards and other commercial sites in Seattle. Pontoons will then be towed to the bridge site in 2009.

The Tacoma site, owned by Concrete Tech Corporation and submitted by Floating Concrete Bridges (FCB) Facility group, a Puget Sound shipyard coalition that includes Seattle's Todd Shipyards and the Duwamish Shipyards, was one of three properties identified by WSDOT in March 2005 as the most feasible pontoon construction sites. The Concrete Tech fabrication site was selected after extensive consultations between WSDOT, the contractor and FCB group. Using these facilities allows the project to better predict costs and project timeline without the risks associated with building a new graving dock.

Concrete Technologies in Tacoma, WA. Site of pontoon construction.

Eventually, 14 pontoons will be built at Concrete Tech. Another three pontoons, built during the west-half bridge replacement in the early 1980s, will be retrofitted in Seattle. The completed east-half pontoon roadway sections and fully assembled east-half draw span will be floated into place during the bridge closure in May and June 2009.

Schedule Update



Source: WSDOT Hood Canal Bridge Project Office

Moving Ahead With The Contractor

The project team worked with Kiewit-General (K-G) to find new sites for constructing, assembling and outfitting pontoons. Once locations were selected, work turned to negotiating contract changes with an eye toward minimizing expenses and time associated with re-packaging contract documents; ensuring the best use of material already acquired for the project; and, avoiding any further financial loss to sub-contractors and suppliers ready to deliver the work.

In July 2005, soon after resolving past cost issues, WSDOT and K-G began negotiating the cost of completing the project. WSDOT and K-G executives reached agreement on a target price for the remaining project work in September 2005. A change order detailing the upcoming construction work was signed in October.

The Hood Canal Bridge team is currently updating the budget based on the actual construction contract implementation of the new target pricing method for contracting work between WSDOT and the contractor, K-G.

The target price contract was written in a way that provides several ways to review all project expenditures. The contractor will provide WSDOT with invoices based on actual costs required to do the work. WSDOT has the opportunity to review those costs themselves to make sure they meet the specific criteria for allowable direct project costs or have an independent auditor review the contractor's cost system.

Target Pricing

Target Cost	Fee	Shared Savings		
Materials (concrete, lumber, machinery, etc.)	**Contractor's negotiated profit**	Savings	WSDOT	K-G
Labor	**Contractor's corporate overhead**	Up to $5 million	.60 cents per $1 savings	.40 cents per $1 savings
Management		$5–10 million	.80 cents per $1 savings	.20 cents per $1 savings
Office space		Over $10 million	$1 per $1 savings	n/a
Utilities				

What is Target Pricing?

Three components make up a **target price** contract: target cost, fee and shared savings.

Target cost consists of costs to build the project, such as concrete, lumber, machinery, labor costs, management costs, office space and utility services. The target cost for this project was established jointly by WSDOT and K-G. This number represents what both parties believe will be the project costs. Target cost takes into account things that could affect the project budget such as inflation, delays to production rates and material availability.

The contractor's fee includes a negotiated profit on the project and an audited amount for corporate overhead.

The third component is a provision to realize shared savings if the final project cost is below the target cost. WSDOT and K-G must work together to find cost-effective solutions during construction and to look for money saving efficiencies.

Next Month...

Performance Measures

Find out how the Hood Canal Bridge project will measure the performance of each project area (construction, communications, design, business and environmental) and what information it will gather to report on the project's scope, schedule, budget, quality of work and community impact.